

13 August 1987  
OCA 87-3529

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing to Keith Hall and Charlie Battaglia on Commo Banding, Secretarial Pay System and the Proposed New Pay, Personnel, Management System

1. On 13 August at the request of Keith Hall and Charlie Battaglia, staff members of the Senate Select Committee on Intelligence (SSCI), representatives from the Office of Communications, Office of Personnel, Comptroller, DA Management Staff, and myself briefed on the of results of the Commo banding exercise, the secretarial pay system, and on the status of the proposed Agency Pay, Personnel, Management and Compensation system (PPMC). Hall's stated purpose in asking for the briefing was to educate himself on what the Agency has done and is doing in developing new pay systems. Hall wants to prepare himself for conference meetings with House Permanent Select Committee on Intelligence (HPSCI) staff members and for questions which might arise from members of the SSCI. The briefings clearly accomplished this objective and, as Hall himself stated, provided him with the "ammunition for meetings with HPSCI."

2. The briefing on the commo banding system covered the issues listed in the attached copy of the viewgraphs. Hall seemed satisfied with the results of the new system, but raised questions about the way we have compared costs between pre- and post banding and asked that he be provided with better comparative data with which to evaluate. [redacted] will provide these cost data). Hall did conclude that "the increased costs have been modest." Hall did voice concern that we had not set specific and measurable objectives prior to beginning the commo banding process so that results could be more precisely determined. This is an important issue for Hall and one we should keep in mind when briefing the SSCI on the PPMC.

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3. The briefing on the secretarial pay system covered the points listed on the attached viewgraphs. In this briefing, we were able to cover beginning program objectives and measure progress against these goals which resulted in what I perceived to be a rather impressive briefing to Hall. Again, Hall had questions about the the costs and the validity of the pre- and post comparative data and has requested that he be provided

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additional information [ ] will do). Hall indicated that SSCI members and congressman, who know of the positive results, seem to believe that we have fixed the secretarial problem by "paying them more." [ ] and Price explained that our approach was not just pay but a whole set of other actions, like job enrichment. These clarifications seemed to satisfy Hall. Indeed, he thought this was a useful argument for him to use in talking with others about the secretarial pay system.

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4. [ ] provided a quick overview of the proposed PPMC, covering why we are considering introducing a new pay and performance system, what we hope to solve, and where we stand now. Hall inquired about the implementation schedule. [ ] explanation that we were looking to early CY 1988 to incrementally begin, alleviated Hall's concern that the system would be quickly introduced in aggregate. He thought that the incremental approach with the time schedule proposed would be more acceptable to all. Hall asked about costs and how we intend to control them. [ ] offered several ways costs can be kept in bounds. Hall did not pursue this issue further, but it is one he and others will surely return to and one that needs to be more clearly explained. Hall mentioned twice that when "you come down to brief on this (PPMC), bring measures of effectiveness."

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5. I conclude that the briefings were most positive in terms of their impact on Hall and Battaglia. I think they, Hall in particular, are indeed concerned about costs incurred for the commo and secretarial programs but I also think we conveyed enough information to convince them that the early results are positive. However, I base my conclusion on Hall's final remarks. In particular, he asked how he could help us get the language we want in the appropriations bill which calls for HPSCI's nine month presidential study. After some discussion of the language, with both Hall and others suggesting changes, Hall concluded with a request that we send him what we want and he will work on our behalf.

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Attachment

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